

WELL KNOWN MEN POINT ROAD TO SUCCESS

Many Chances in Business—Herman A. Metz, Isidor Straus, Lewis Nixon and Henry Clews Agree

New York is to-day the most representative business city in the world. The signposts to success and the danger signals against failure in business, as seen by captains of industry of Greater New York, are here given, together with their opinions as to the best means of extending American trade. What they say will be read with interest not only by those engaged in commercial pursuits but by those in other undertakings in which success is sought and endeavor made to guard against failure.

"UNDERSTAND YOUR BUSINESS AND STICK TO IT."—HERMAN A. METZ.

Herman A. Metz is a former comptroller of the city of New York and head of one of the largest concerns in its particular line in the United States. Here is what Mr. Metz has to say about success and failure in business and the extension of this country's trade.

"In my opinion the chief principles which contribute to success in business are: First, that a man should understand his business; second, that he should stick to it."

"Undoubtedly all the laws of trade are based on certain ideals, as were the laws contained in the Ten Commandments, but business needs in addition to this the personal equation to a very large extent. Unquestionably the laws contained in the Ten Commandments will help any man to do business honestly but not necessarily successfully."

"Theoretically the settlement of all controversies should be on the same basis, but from the nature of business itself the underlying principle is that one person disposes of something at a profit to himself. This would mean, theoretically, that some one is being taken advantage of. If this were not the case there could be no profit and we would revert to the original principle of barter that exists among savages."

"In other words, the man that had corn would exchange some of that with the man who owned beef. Theoretically, that is what happens in the present day, but a medium is used to effect the exchange, and each expects to retain some of the medium in excess of the value of that which he actually parts with. To that extent theory and practice differ, but no one would suggest that this violation of the spirit of the Ten Commandments is wrong."

"As to the line between success and failure in business, it is pretty hard to draw the line in these times. Ordinarily if you get away with it you are successful; if you don't you are a failure."

"Now just what constitutes failure is difficult to explain. The average man says that the man who succeeds is lucky and that the one who fails is unlucky, when as a matter of fact luck plays a very minute part in the matter of success and failure. The only luck a man can claim is the opportunity that may come to him. If nine men fail to grasp the opportunity or are not equal to it and one man does grasp it and succeeds, the world says he is lucky and the others unlucky, when in good truth he is successful and the others unsuccessful."

"Failures in business, in my opinion, are attributable to incapacity in the first place or to overcapacity in the second. By overcapacity I mean that many a business with a good, solid foundation that could have had a natural growth and been successful is turned into failure by a desire to extend too rapidly, thus incurring liabilities which cannot be met under abnormal or unexpected conditions."

"This phase of failure is usually due to too much optimism, overconfidence or lack of capacity to go beyond certain limitations. Lack of sufficient capital and therefore excessive borrowing is the usual cause for failure from these conditions."

"As for the opportunities for success in business, generally speaking, they are as great to-day as they ever were. This does not mean that the opportunities exist for making the large, individual fortunes that have been made, but it does mean that the business world is crying for competent and able men. The places are there. What is lacking is the people to fill them."

"The woods are full of \$10,000 men looking for positions, but those with incomes from \$10,000 up are very scarce, because all of them are located, doing well and not looking for changes."

"The tendency of our times toward centralization has undoubtedly handicapped the man of limited means who runs his business. It must be borne in mind, however, that the managers of large corporations, although their identity may be covered in the corporation, are the same men who would ordinarily without the centralization, be heads of concerns and who in most instances started as such heads in small concerns from very small beginnings. While therefore the road to the positions they now hold leads in a different direction than it did in their time and not through their own business or through a business established by them, nevertheless it is possible for them to work up from small beginnings in those same corporations."

"The possibility for as many individuals coming to the top is, of course, more limited, but in the aggregate a given number of men would probably be able to make as creditable a showing, so far as individual income and success as measured by such income are concerned, as under the old conditions."

"Capital alone does not insure success in business. Of course, on the other hand, capacity in any given direction, without sufficient capital, is just as unsuccessful. Many men with limited capital, or in other words with an income that allows them to set aside part of their earnings which in time would become capital, would be much better off if they placed their earnings in a savings bank at a small rate of interest than in trying to become financiers and attempting to double their savings in the stock market or investments which promise something for nothing."

"If this class of people would only realize that the purpose of speculation is not to make money for them but to get their money they would be a great deal better off. A man cannot hold down his job successfully and watch the stock market at the same time. It is a separate business and one that requires time and attention. A man on a salary cannot hold down both jobs without losing one or both."

"Furthermore the limited stock com-

pany in England has done much to wipe out the individuality of the founders of successful enterprises. The business has gone into the hands of boards of directors composed largely of barristers, as they are termed in England, who care more about their fees for attending meetings than the actual process

cerned, the result to the industry and to the country is very different. "Under our system a new invention that might interfere with something established and entail the cost of a new installation is often smothered and allowed to lie idle. Under the German principle, the moment it shows an advantage over the existing process it is immediately adopted and its advantages reaped by those controlling it, and eventually the consumer gets the benefit of the improvement, either in the improved quality or lower price which brings it about."

MR. STRAUS TELLS NEEDS OF BUSINESS. Isidor Straus, whose firm owns one

of the respect and esteem of those with whom he has been thrown in contact. Very few thinking people consider any achievement a success which is reached by sacrificing the methods and principles to which every self-respecting man must adhere.

"The opportunities in business are no less to-day than they have ever been. The change that the evolution in business has wrought through the cooperative methods of companies or of joint stock associations may have in some respects changed the road to success; but the ultimate goal of the man who is imbued with the proper ambition, backed by commensurate industry and zeal, offers no less prizes

advice. 'Put money in thy purse,' is good advice. We may remember Micawber's observation to David Copperfield: 'Annual income, £20; annual expenditure, £19 19s. 6d.—result, happiness. Annual income, £20; annual expenditure, £20 0d.—result, misery.'

"Of course, success should not be measured altogether in dollars. Success in general might be defined as a favorable termination of an effort to gain the thing most desired."

"Through force of circumstances all cannot select the life work perfectly congenial to intellect and character and which engages interest without attendant anxiety; but to achieve happiness

They Also Tell What Should Be Done to Increase America's Trade in Foreign Countries

and terrified when things go against you. Courage is as indispensable now in business as elsewhere, when battles must be won by superior intellect, as when they were won by brute force. It was necessary to achievement in the past and will be equally needful in the future. "Courage indeed is indispensable in

men in the present day, whether in business or other existing fields, is becoming increasingly more difficult. In the past in many lines of attainment, excellence and knowledge were obtained through special application. Trade and factory methods, formulae and secrets were disclosed to a chosen few or passed from father to son. Nowadays in almost every line of human endeavor the experience of the past in almost every field is free to every pupil, and in many cases he is forced to school courses to acquire knowledge of arts and sciences. Hence on the general score of 'know how' it is harder for the individual to stand out from the crowd than formerly."

"But this does not mean curtailment of opportunity. We can state as an axiom that as the enterprises of the country expand opportunities will broaden. We are entering upon an epoch of tremendous progress and worldwide readjustment, in which our country must play a leading part. By 1950 we shall have a population of 150,000,000, so the chances and possibilities in every line of human endeavor are broadening and multiplying."

"The great problems of cooperation and organization are being solved on a vast scale at present, and in a manner that many abuses complained of will be remedied in such a way as will result in the safeguarding in our future development of the general welfare in the interest of all the people."

"As radically new conditions are encountered that must be met on a majestic scale the man competent to the task will always be found. His reward will usually be great, but the contributions, in the long run, to material progress and human happiness will be in proportion of the many to the one. It is the man who builds up that leaves monuments to his generation and himself, not the one that tears down. It is easier to criticize than to accomplish, but in public esteem and self respect the doer scores over the carper."

"This country, in which the betterment of to-morrow treads upon the heels of to-day, can not let well enough alone. A country, like a man not up to date, is out of date. The people of the world are getting closer together. Oceans no longer divide nations but furnish a ready means of communication. Time in transmitting ideas has been almost annihilated. Transportation facilities are becoming progressively more efficient."

"Business will be done with ever increasing cooperation. Wise counsel would advise taking heed and profiting by the changes going on. Too much credence is given to the idea that one man's progress necessarily pushes another back."

"Our Government was wisely planned. If there has been an inspired utterance in modern times God spoke in the making of our constitution."

"Centralization is now the tendency of the times; but the people, through the States, can halt this if it goes too far. The Republican party stands for centralization. The Democratic party has in one wing the individualism of Jefferson and in the other the socialism of Albigel. I am not prophet enough to hazard a prediction as to which will prevail, although having my own opinion."

"No matter how perfect a system may be developed in catering to consumers' wants, the local purveyor must fill his part. Of course if the Government attempts to price of commodities we should soon drift into socialism. But those who believe in individualism need not despair. The man of greater capacity will always be worthy of a greater hire."

"The farmer used to make his own axes and helves and brooms and candles, and further back, wore homespun. No calamity has come from allowing these to be produced at lower cost. Time is valuable to all men, and the system of taking half a day to make what modern machinery will make in a few minutes could not last."

"Hence it is that as cooperation is more and more perfected there will be other fields where the man of restricted capital may thrive all the better from being crowded out of less productive pursuits by an economical progression to the ultimate advantage of all. In every-day life all men must be considered, as all life is largely compromise."

"BRAINS NEVER MORE IN DEMAND."—HENRY CLEWS.

Henry Clews has for many years been identified closely with financial interests in New York. "The cardinal principles that lead to success in life are honesty, integrity and truthfulness," declares Mr. Clews. "He who loves his neighbor as himself, who is honest in his dealings and is bound to be advertised by all who come in contact with him. It may be that he will see others with an elastic conscience acquire more wealth than he can, but he will be a failure in the respect of his fellow men, and thereby miss one of the chief pleasures in life."

"Opportunities in business are just as plentiful as ever, but they have been, notwithstanding the arguments to the contrary used by the dissatisfied. In fact, there never was a time when brains, backed by energy, were in such demand. Every so-called craze of the industry is on the lookout for young men capable of relieving him of part of his duties."

"Success does not necessarily imply the accumulation of a fortune. A man who starts in life with nothing, and by frugality, patience and courage finally establishes a little business of his own, and runs that business at a profit—in the meantime governing his actions by the rule of right and wrong, and earning for himself a name for honesty, probity and square dealing—is more of a success than a man who starts with a fortune and squanders it."

"Success means a victory against odds. Failure does not necessarily mean bankruptcy. It more often means not making good. Without going broke a man may fail to achieve success from various causes. Many fail because they do not study the details of their business. A system can be introduced into any line of trade so that those higher up can always be kept in touch with what is going on down below. It is a good rule to trust every one in your employ who shows good sense for his position, but keep so informed that you will know when to distrust."

"An employee may be ever so honest and yet lack entirely in judgment. A good business man should always surround himself with juniors who are reliable and ambitious, and who will guide aright the less fortunate who saw the wood but who draw the water. Both recklessness and over-caution will cause failure; the successful man must have judgment, so that he can determine when to load up and when to unload."



HERMAN METZ
THOMPSON PHOTO.

ISIDOR STRAUS...

LEWIS NIXON

HENRY CLEWS...
THOMPSON PHOTO

of manufacture or the products turned out.

"In Germany, in practically every instance, the founders of large businesses or their sons are still in the active management, and the corporations were created mainly for the sake of securing the necessary additional capital to carry on the business of those concerns. The individual interest in the plant is still maintained by its founders, and they have not become merely coupon cutters satisfied with the dividend return upon their stock."

"In the United States unfortunately the founders of old established plants, in but few instances, provided for successors who knew the business. In most cases they themselves retired upon the incorporation of their plants, became merely coupon cutters and left the active management in the hands of paid employees, who lacked that personal pride in the results of their work which in the founders was so useful."

"The result is that in this country protection is secured by absorbing what causes competition under one general head and into one large corporation, while in Germany the corporations remain as separate institutions, each with its own respective head. They then make combinations or agreements to protect prices or apportion the output of those materials which they all produce, thus restricting competition in that manner but not killing the individual progress, and the attempt of each set of managers or directors to excel the others by improving methods and producing new results."

"While the net result to the ultimate consumer is probably the same, so far as the cost of the product to him is concerned, the result to the industry and to the country is very different."

"Under our system a new invention that might interfere with something established and entail the cost of a new installation is often smothered and allowed to lie idle. Under the German principle, the moment it shows an advantage over the existing process it is immediately adopted and its advantages reaped by those controlling it, and eventually the consumer gets the benefit of the improvement, either in the improved quality or lower price which brings it about."

MR. STRAUS TELLS NEEDS OF BUSINESS. Isidor Straus, whose firm owns one of the largest department stores in New York city, employs thousands of persons and operates a number of factories whose products are placed on the market through the store, said:

"Industry, integrity, economy and judgment, I believe, are the chief principles which contribute to success in business. I have known men to seem, even after close and long contact with them, to have all the requirements that should lead to success, but to my great astonishment some of these failed to show any results."

"The dividing line between success and failure in business seems to present itself to many at a crucial moment, and instead of turning to the right, which might mean success, they swerve a little to the left, which leads to failure. In other words, success or failure consists, very often, in doing or not doing the right thing at the right time. As Shakespeare so admirably puts it, 'There is a tide, which, taken at the flood, leads on to fortune.'"

"The reason of their failure, when you come to examine their course in retrospect, is in their inability to take a correct perspective, and when the crucial moment arrives their judgment fails."

"Insofar as the laws of trade are concerned, whether they are based on the Ten Commandments or not, I would say that with rare exceptions, particularly in legitimate business, no success is attained that is worthy of the name unless the man is actuated by principles of ethics, which do not stop to consider whether a thing will pass as legally right when it is morally wrong. The pile of money a man may accumulate is not a measure of his success if in the method he pursued he failed to win and retain

than the individualistic conditions which were the prevailing mode of development a generation or two ago."

LEWIS NIXON'S FOUR ELEMENTS OF SUCCESS. Lewis Nixon, former naval constructor of the United States navy, designer of the historic United States battleship Oregon, which made the famous voyage at full speed from the Pacific coast to Cuba during the Spanish-American war, and who is at the head of a large ship-building company, is another representative American man of affairs who has made a success in business. Mr. Nixon says:

"The chief elements contributing to success in business are: Integrity, capacity, thrift and application. Failure is usually due to the lack of one or all of these attributes."

"All codes of morals are probably evolutionary, the intelligence of man gradually sensing such procedure as accomplishes the greatest good, and in time reducing maxims, proverbs or wise sayings to laws forcing certain conduct."

"The unwritten laws of business settle far more controversies than do the statutes, for as a rule one must be damaged in advance of obtaining relief from the courts. Of course, generally speaking, the Ten Commandments are a basis for most legal codes, though their enactment into law in these days would cause consternation in many quarters."

"Money is largely the gauge of human success. It is bad when its possession leads to indolence, intemperance and wasted opportunities, but when honestly gained and honestly used it may be a blessing. About the only persons who insist that money is dross are those who have so much that they never realize its need. Shakespeare's

cautious, but Waring bet his pile. "You may have me beat," said Gallatin, after he had looked at his draw, 'but I'll have to call with what I have,' and he pushed his remaining money forward."

"Then Deming raised it for all he had and I called with my pile. Martin looked and pushed all his in the pot and Holbrook laid down."

"Martin had caught his fourth king and took the pot but there were two flushes and two fulls against him. Naturally we were all excited, but I didn't care to lose more, and I pulled out of the game. The others dug for money and I think all put in as much as they had. Anyhow the game was fierce from that on."

"But Martin's luck held, and his nerve being always good he pressed the play. The first to go out after me was Holbrook, and he took it hard. Martin soaked him for all he had on the table with a full against his flush, and after he had cursed his luck he said, 'Aleck, lend me a hundred,' but Martin shook his head without a word, and he cursed some more, half angrily and half humorously. He wasn't a bad loser, even if he did take it rather hard."

"Then they played four handed and Deming was the next to get a knockout. It happened on Martin's deal too. Waring had put up the ante, which had grown to \$2 call \$5 by that time, and Gallatin had stayed, so Deming raised it \$5 and Martin made it \$5 more."

"Waring stood the double raise, but after Gallatin had dropped and Deming had put up \$20 and Martin \$50 he laid down without a murmur, leaving the two to fight it out."

"I'll stay," said Deming, putting up the money. 'Give me one card.' And Martin gave him one, saying, 'I'll play these.' Then, when Deming put \$100 in the pot, Martin pushed his pile forward. 'Good,' said Deming. 'I call for what I have, and here's where I double.' And he shoved his money all forward and showed down four sevens."

that ever went west of the Alleghenies. The way he would get up a game supper was enough to make any man famous."

"When Aleck Martin played poker then, as he frequently did, there was likely to be a corking good game to be seen. He was not a rash player, but he was certainly bold, and he was as entirely merciful as a man ought to be if he means to play the game properly. I've seen him take an entire season's savings from one of his best men on a single hand at poker without the slightest apparent compunction, and I have seen him lose equal amounts with entire equanimity. It was true that his men knew perfectly well that under such circumstances they could rely on him to carry them through till the next season opened so far as living expenses were concerned."

"One night I met him and a party at Petrie's and some one proposed a game of cards. I was one who sat in. Martin was another, and two of his big lumber men also took places at the table. Then there was a young doctor from St. Paul named Waring and a travelling man who had been in and around the neighborhood for some months. He had made many friends and was popular, being a good mixer and a man of engaging personality. His name was Deming."

"We began modestly enough. They didn't play a limit game very much in that part of the world at that time, but the practice of table stakes had grown up, though we didn't call it by that name then. The custom was for a man to declare the amount he'd play for and he couldn't be raised beyond that. It came to the same thing."

"Well, we each declared \$100 in the game and began with an ante of half call a dollar. There wasn't a terrible lot doing for the first half hour or so, though two of us declared another \$100 in the game before that time had elapsed. I was one of them, having petered out half my money on small plays without a winning and then being caught with

a pat flush against a two card draw by Deming that resulted in his getting a full house."

"I was doing fairly well on my second hundred, though, when there came one of the unusual deals that sometimes demoralize a game. If I remember, it was Gallatin, Martin's foreman, who dealt, and there wasn't the slightest suspicion of anything crooked, but we all got good hands. You don't often see six out at one time in straight poker, but when you do it's interesting."

"Deming had anted and I came in with three aces cold. Naturally I didn't raise, nor did Martin, who sat next; but he trailed and Holbrook, the other one of Martin's employees, who had the next seat, boosted it \$3."

"That seemed to suit Waring, and he and the dealer both saw the raise. Then Deming said, 'This looks good to me,' and he made it \$5 more. It wasn't hard enough to scare me out with three aces, but it stopped me from raising again, as I had meant to do, and I was surprised when Martin made it \$25 more."

"Even that didn't drive anybody out, though nobody boosted it any further, and we had a big pot before the draw. My own figuring was that I had excellent chances with my hand, even though I shouldn't get the fourth ace, for an ace full was better than anything else outside of fours. We didn't play straights at that time."

"I didn't lose my confidence, even after the draw, either, for I made my full and it didn't look to me as if there were four against me. Deming stood pat, and if he had had fours he would have gone back at Martin before the draw. Then Martin took two and I knew I had been better than he before drawing. Holbrook also took two, Waring stood pat and Gallatin drew one."

"I threw in a white chip and Martin trailed before looking at his cards. It was good play, for a raise was almost certain with two pat hands out. Holbrook was also

life must have a purpose and an aim, and the more steadily and industriously you pursue such a purpose the surer the happiness."

"There is a negation in the pursuit of happiness. We should avoid worry and ennui—two evils of demoralization. The lack of prudence, self-discipline and intelligent ordering of one's affairs leads to anxiety and worry, while, in turn, luxurious idleness, selfish ease and aimless existence to ennui unescapable."

"In business, as in other things, do not trust too much to luck. The saying is a true one that 'God helps them that help themselves.'"

"The way to win is to have staying power—sland. Not to be content to run with the crowd and work only when all goes well and then become demoralized."

"When a young man starts to work, at whatever it may be, let him remember that his employer has rights as well as he. Don't watch the clock. Make yourself indispensable and try to do a little more than your share rather than a little less. The surest way in the end to get more pay is to do more than you are getting paid for."

"For men to stand out from their fellow

the commercial and industrial life of the world. Without it no railroads would span our continent, no cables underlie our seas, no steamships ply our oceans. One cannot always wait to see how some man has done something in the past. The man at the top is there because when he lacked precedents he had enough originality and genius to create them. To do something that stands out, to get out of a rut, to endure hardships, privations and disappointments and to rise when knocked down you need courage as much as perseverance."

"Of course no man saved by small increments the great fortunes of the present day, but they had their foundations in thrift and were later increased by genius in investment. Thrift flourishes on care, foresight, tenderness to those who look to you for support, sympathy and self-discipline and hence it is an instrument of vast importance in the development of character. Except in a full and busy life no man can find happiness, hence to whatever calling, profession or trade one turns he should give his enthusiastic energy."

"To the young man it is hard to give advice as to vocation. Let each pick out the one which he believes he is fitted for and prove out his capacity like a man. To make a mistake is no crime; the crime is in letting the mistake discourage you."

"When a young man starts to work, at whatever it may be, let him remember that his employer has rights as well as he. Don't watch the clock. Make yourself indispensable and try to do a little more than your share rather than a little less. The surest way in the end to get more pay is to do more than you are getting paid for."

"For men to stand out from their fellow

"Good hand," said Martin pleasantly, 'but mine are tens,' and he showed four of them and raked in the pot."

"Deming turned as white as a sheet. I did not know till afterward that he had overplayed himself badly, but I suspected it when I saw his face. There must have been a yellow streak in him somewhere, or else he had lost control of himself entirely, for nobody had ever cast a slur on Martin before, but he leaned back and said very deliberately:

"I suppose you call that luck."

"Then Martin turned white also, but he kept his self-possession. "Yes," he said, very quietly, 'that's what I call it. What would you say it was?'"

"Well," replied Deming, 'considering the fact that you dealt, I should say it looked more like skill.' And he drew a revolver from his pocket as he spoke."

"Gallatin, however, was as quick as he was and caught the gun and the hand that held it in a grip that few men in the world could have broken for a few seconds as if thinking what to do. I had seen enough of poker along the big river even then to expect a serious conclusion, and also enough to make me hold my tongue, but I was greatly relieved when Martin spoke."

"I ought to kill you for that," he said, 'but I reckon 'tain't worth while. Take that gun away from him, Gallatin, and the rest of you all stand back. I'll see what I can do with my fists.'"

"What he did was a plenty. Deming didn't get out of bed for a week. When he did, he took the first boat down the river."

Preparing for the Future.

From the Louisville Courier-Journal.

"He drinks heavily."

"I know it."

"He gambles."

"I am going to marry him to reform him."

"My girl, listen to me. Try one experiment before you do that."

"What experiment?"

"Take in a week's washing to do, and see how you like it."